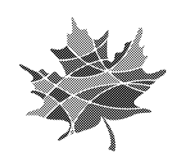
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IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-Level)
RECORD OF DECISIONS

Comité consultatif interministériel d'IRCC sur la transformation digitale (niveau SMD)
COMPTE RENDU DES DÉCISIONS

December 15, 2021
10:00 a.m. to 11:30 a.m.
MS Teams

Agenda Item	Presenter(s)
Opening Remarks	**C. Xavier**
• The Record of Decision from the DMA-DTIAC meeting on November 10, 2021 was endorsed as presented.	
1. Canada Border Services Agency (CBSA) Modernization Overview	**T. Gallivan** **G. Binet**
Purpose: To provide an overview of CBSA Modernization, lessons learned, and the desired future state.	
Discussion Items • Members congratulated CBSA for all their work and were pleased to receive the update. • Resourcing continues to be a challenge; there is a skills gap in certain areas where external help is needed as it would be time consuming to train employees. As there is a large percentage of employee vacancy across departments, possible solutions could be to prioritize resource pool programs or to use Interchange and onboard employees from Industry. • An important part of transformation is finding people with the unique skillset who can facilitate innovation (imagine something and build alignment around the idea), while also motivating employees to get on board. Linked to this idea is the importance of change management within departments when transformation or modernization is underway.	
Decisions & Action Items • IRCC Visitor Transformation will be presented at a future DMA-DTIAC meeting. • It was mentioned that Transport Canada be invited to present to the DMA-DTIAC because of the links to the modernization continuum.	**Timelines** • TBD • TBD
2. GCMS Release 26 (R26)	**R. Lorello** **J-B. Tessier**
Purpose: To provide a verbal update on the completed GCMS R26.	
Discussion Items • The first IRCC GCMS Release in the new Barrie data centre was a success. There are, however, ongoing stabilization issues and unplanned outages that are being addressed by IRCC and Shared Services Canada (SSC). It is suspected that the instability are environmental and broad infrastructure issues and not directly linked to GCMS itself.	
3. Digital Platform Modernization Phase II (DPM II) Placemat	**R. Lorello** **N. Violette-Fehr**
Purpose: To provide an update on DPM II.	
Discussion Items • DPM II will focus on standardization and improving the governance while working on infrastructure projects with SSC (e.g., Hybrid Integration Platform, Siebel, and Disaster Recovery).	
4. GCMS Disaster Recovery (DR)	**R. Lorello** **N. Violette-Fehr**
Purpose: To provide an update on GCMS DR.	
Discussion Items • February 2022 will be a major GCMS DR test as there is a full outage planned for 16 hours at best. Although this will have a significant impact on operations, it is better to test than later be caught in a situation that has never been tested.	

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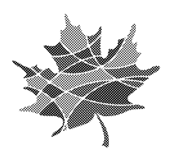
5. Progress Update on Digital Platform Modernization Phase III (DPM III)	J. Choueiri
Purpose: Provide an update on pre-definition activities, including next steps in the collaborative procurement process.	

Discussion Items

- IRCC is working closely with Public Services and Procurement Canada (PSPC) on the collaborative procurement process and is considering what the best solution and service support models are, which could involve multiple vendors.
- As the Request for Proposal will be evaluated against both "tell me" (requirements) and "show me" (demos) components, different models will need to be considered, including potentially compensating suppliers to develop working prototypes.
- In terms of social procurement, PSPC reminded members that at least five per cent of future contracts must be awarded to Indigenous-owned or operated businesses; this could include sub-contracting opportunities. This approach could also be used to support other under-represented communities and relates to the work being done on Anti-Racism.

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IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-Level)
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Comité consultatif interministériel d'IRCC sur la transformation digitale (niveau SMD)
COMPTE RENDU DES DÉCISIONS

December 15, 2021
10:00 a.m. to 11:30 a.m.
MS Teams

Committee Members	Replacements	Guests
Caroline Xavier, Associate Deputy Minister, IRCC (Chair)		**1.0 CBSA Modernization**
Catherine Luelo, Deputy Minister/CIO, TBS		Genevieve Binet, CBSA (Presenter)
Erin O'Gorman, Associate Secretary, TBS (Absent)	Paul Wagner	
Sony Perron, Executive Vice-President, SSC (Absent)	Ken Canam	**2.0 GCMS Release 26**
Benoît Long, Chief Transformation Officer, ESDC		Jean-Bernard Tessier, Director General, IT Operations, IRCC (Presenter)
Sami Khoury, Chief, Canadian Centre for Cyber Security (Absent)	Francis Castonguay	
Ted Gallivan, Executive Vice-President, CBSA		
Arianne Reza, Associate Deputy Minister, PSPC (Absent)	Lorenzo Ieraci	**3.0 DPM II Placemat & 4.0 GCMS DR Update**
Frances McRae, Chief Administrative Officer, RCMP (Absent)	Shirley Ivan	Nancy Violette-Fehr, a/Executive Director, Major Projects Branch, IRCC (Presenter)
Christopher MacLennan, Associate Deputy Minister of Foreign Affairs, GAC (Absent)	-	
Ex-Officio		Permanent Observers
Rina Lorello, a/ADM TDSS & CIO, IRCC		**Minh Doan**, Vice President, Information, Science and Technology Branch, CBSA
Hughes St-Pierre, ADM FSA & CFO, IRCC (Absent)	Julie Chassé	**Sarah Michaud**, Director, Corporate Governance Unit, Corporate Secretariat, IRCC
Jason Choueiri, ADM MOD, IRCC		
Roger Ermuth, Executive Director, IRB (Absent)	Irwin Bess	**Meghan Ghadaksaz**, Senior Governance Officer, Corporate Governance Unit, IRCC (Record of Decision)
Denis Stevens, Assistant Secretary, IASJ, TBS (Absent)	Catherine Jobin	
Rene Cote, a/Chief Audit Executive IAA, IRCC		**Symone Shaw**, Deputy Minister's Office, IRCC

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Date and Time · **Date et heure**
NOVEMBER 10, 2021 | 10H00 A.M. – 11:30 A.M.
LE 10 NOVEMBRE 2021 | 10H00 – 11H30

Location · **Emplacement**
MS TEAMS

Chair · **Présidence**
CAROLINE XAVIER, Associate Deputy Minister, IRCC
CAROLINE XAVIER, Sous-ministre déléguée, IRCC

Secretariat · **Secrétariat**
ANA JULIEN, Acting Director, Transformation Engagement and Sustainability, TDSS, IRCC
ANA JULIEN, Directrice p.i., Division de l'engagement et la durabilité de la Transformation, STSN, IRCC

Discussion Items · Points De Discussion

Agenda Ordre du jour	Presenter(s) Présentateur.trice(s)
Chair Opening Remarks / Approval of Record of Discussions **Mot d'ouverture du (de la) Président(e) / Approbation du compte rendu des discussions**	
• The Chair introduced the new ADM Jason Choueiri of the IRCC's Modernization Sector • The Chair also welcomed new members of the Committee. – Ariana Reza and Frances McRae • The previous ROD has been adopted, without any modifications.	
1. Progress update on DPM Phases I and II	**N Violette-Fehr**
Purpose / Objectif : To provide an update on the progress of DPM I and II	
Discussion : • Phase I is approaching closeout at the end of November • Third party review was performed by an external firm led by IRCC Chief Auditor. The findings are being circulated internally with an action plan being developed. • The findings will be presented at DM Core Services to request endorsement to obtain release of funds for a second phase expected to launch in December	
Action Items and Timeline / Actions à prendre et échéances : • N/A	

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2. DPM Phase 3 – Business End-State Vision and Progress Update	**J. Choueiri P. McEvenue**
Purpose / Objectif : To provide an update on DPM III	
Discussion : • Discussions in modifying the oversight for DM Core initiatives was proposed • Resourcing needs including cloud and security expertise was discussed • OGDs discussed best practise and lessons learned to consider as DPM moves forward especially with regards to procurement. • GAC proposed collaborating and potentially presenting their progress on a Virtual Mission Model currently being developed •	
Action Items and Timeline / Actions à prendre et échéances : • Ted Gallivan (CBSA) was requested to present at the next DTIAC regarding lessons learned over the past 20 months. • Department of Transport is to be invited to the series	
3. Update on GCMS DR	**N. Violette-Fehr**
Purpose / Objectif : Provide an update on GCMS Disaster Recovery	
Discussion : • The implementation of the move from JETS to EDC Barrie was completed and went well. • OGDs assisted on some challenges that were encountered during the move. • One key stability issue is still being addressed • Next phase of DR is to move additional systems out of JETS and continue to build redundancy where needed.	
Action Items and Timeline / Actions à prendre et échéances : N/A	
Round Table Tour de table	
• Next meeting will be on December 15th • CBSA will be presenting • Welcoming presentations from GAC and PSPC •	
Lessons learned from the setup of BDM	**B. Long**
Purpose / Objectif : Provide best practices for moving DPM III forward	
• DPM TB sub team will need to work closely with BDM during the definition phase. Plans for implementation, associated iterative authorities, definition of tranches, and vision are key points to clarify during the first phase. • BDM highlighted challenges in working with enabling and oversight functions across audit, finance, and project management in partnership with TBS. • The need for DPM to coordinate different assurance functions creates a risk as the programme moves forward.	
Chair Closing Remarks Mot de clôture du (de la) Président(e)	
• The Chair thanked all members and closed the meeting.	

ATTENDANCE · PRÉSENCE

Members Membres	Title/Branch/Depart. Titre / Secteur/ Minis.	Attendance Confirmation Confirmation de présence	Replacement/Guest Remplaçant/Invité
CHAIR			
Caroline Xavier	Associate Deputy Minister, IRCC • Sous-ministre déléguée, IRCC	✓	
MEMBERS			
Erin O'Gorman	Associate Secretary, Treasury Board of Canada Secretariat (TBS) • Secrétaire déléguée, Secrétariat du Conseil du Trésor du Canada (SCT)	☐	
Sony Perron	Executive Vice President, Shared Services Canada (SSC) • Premier vice-président, Services partagés Canada (SPC)	☐	Ken Canam
Benoit Long	Chief Transformation Officer, Employment and Social Development Canada (ESDC) • Dirigeant principal de l'information, Emploi et Développement social Canada (EDSC)	✓	Clifford Stephens
Samy Khoury	Chief, Communications Security Establishment, Communications Security Establishment Canada (CSEC) • Chef du Centre de la sécurité des télécommunications, Centre de la sécurité des télécommunications Canada (CSTC)	✓	
Ted Gallivan	Executive Vice-President, Canada Border Services Agency (CBSA) • Premier vice-président, Agence des services frontaliers du Canada (ASFC)	✓	Minh Doan
Roger Ermuth	Executive Director, Immigration and Refugee Board of Canada (IRB) • Directeur exécutif, Commission de l'immigration et du statut de réfugié (CISR)	✓	
Ariane Reza	Associate Deputy Minister, Public Services and Procurement Canada (PSPC) • Sous-ministre délégué, Services publics et Approvisionnement Canada (SPAC)	✓	

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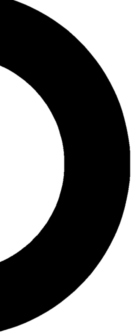
Catherine Luelo	Chief Technology Officer, Chief Information Officer Branch (CIOB), Treasury Board of Canada Secretariat (TBS) • Dirigeant principal de la technologie, Direction général du bureau du contrôleur général (BCG), Secrétariat du Conseil du Trésor du Canada (SCT)	☐	Paul Wagner
Frances McRae	Chief Administrative Officer, Royal Canadian Mounted Police (RCMP) • Dirigeant principal de l'administration, Gendarmerie royale du Canada (GRC)	✓	
Christopher McLennan	Associate Deputy Minister of Foreign Affairs, Global Affairs Canada (GAC) • Sous-ministre délégué des Affaires étrangères, Affaires mondiales Canada (AMC)	☐	Annick Ouelette
EX-OFFICIO MEMBERS			
Rina Lorello	A/Assistant Deputy Minister, Transformation and Digital Solutions Sector (TDSS) and Chief Information Officer, IRCC • Sous-ministre adjointe, Secteur de la Transformation et des solutions numériques (STSN) et Dirigeante principale de l'information, IRCC	✓	
Jason Choueiri	Assistant Deputy Minister, Modernization Sector, IRCC • Sous-ministre adjoint, Secteur de la modernisation, IRCC	✓	
Denis Stevens	Assistant Secretary, International Affairs, Security and Justice Sector, Treasury Board of Canada Secretariat (TBS) • Secrétaire adjoint, Secteur des affaires internationales, de la sécurité et de la justice, Secrétariat du Conseil du Trésor du Canada (SCT)	✓	
Martin Rubenstein	Chief Audit Executive, Internal Audit and Accountability, IRCC • Dirigeant principal de l'audit, Bureau de vérification interne et responsabilisation, IRCC	✓	
Ana Julien	A/Director, Transformation Engagement and	✓	

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	Sustainability, TDSS, IRCC • Directrice P.I., Division de l'engagement et la durabilité de la Transformation, STSN, IRCC		
Sarah Michaud	Director, Corporate Governance Division, Corporate Secretariat, IRCC • Directrice, Division de la gouvernance ministérielle, Secrétariat ministériel, IRCC	✓	
Simon Ouellet	Senior Advisor, Deputy Minister's Office, IRCC • Conseiller principal, Bureau de la sous-ministre, IRCC	✓	

Observers/Guests Observateurs / Invités	Title/Branch/Department Titre / Secteur / Ministère	Attendance Confirmation Confirmation de présence
Nancy Violette-Fehr	A/Director General, DSB • Directrice générale p.i., DSB, Immigration, Réfugiés et Citoyenneté Canada	✓
Patrick McEvenue	Senior Director, Strategic Policy and Planning, Immigration, Refugees and Citizenship Canada / Directeur principal, Politiques stratégiques et planification, Immigration, Réfugiés et Citoyenneté Canada	✓

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CBSA Modernization



December 2021



Let's write our next chapter.



Canada Border Services Agency / Agence des services frontaliers du Canada

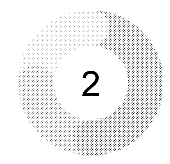
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CBSA Modernization – Outline

- What is CBSA Modernization?
- Why do we need it?
- How are we going to achieve it?
- Who is involved in Modernization?
- Lessons learned
- Border of the Future – Ecosystem View
- Timeline

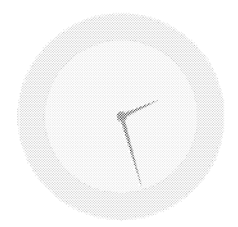


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What is CBSA Modernization?

Modernization is a transformation plan incorporating a comprehensive suite of modernization initiatives that will establish a new risk-based compliance model.



Reduce, and/or eliminate, touch time for the majority of routine, low-risk transactions



Enhance human decision making by providing robust data analytics on every transaction at the border



Shift resources towards higher-risk and/or complex transactions



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What is CBSA Modernization?

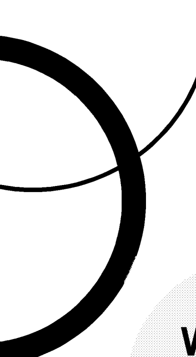
- The implications of changing our business model affect many elements across the Agency:
  - Workforce and competencies
  - Culture
  - Stakeholders and partners
  - Data
  - Systems
  - Capabilities
  - Tools and equipment
- CTOB is constantly calibrating our Modernization plans to ensure we have the right pieces in place while reviewing expected outcomes to ensure we are still focused on the right long-term objectives.

Our vision for CBSA Modernization has 5 key outcomes:

- An engaged workforce, equipped with modern tools, skills and behaviours
- Improved levels of compliance to uphold safety and security
- Optimized operational support programs that help monitor, control and analyze the border
- Positive economic impact through facilitated travel and trade
- Stakeholder relations that enable seamless and collaborative border management

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CBSA Modernization – Why?

Why do we need to change?

- Our operational environment is rapidly shifting and jeopardizing the effectiveness of the Agency's current business model.

Significant challenges:

- Rapidly increasing traveller and commercial volumes

Why do we need to change?

- Declining rates of secondary examinations
- Lower resultant rates on secondary examinations
- An increasing threat landscape
- Unhealthy workplace culture

Current border management business model is not sustainable:

- The Agency will not have the resources necessary to continue protecting the border in the same way in the future, unless major change is initiated.
- The Agency requires new ways to handle transactions grounded on risk-based approaches to compliance and admissibility determinations.
- New approaches will allow CBSA to keep up with increasing volumes and threats through the facilitation of compliance, data analytics, process optimization and automation.

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CBSA Modernization – How?

Four pillars of Modernization

Building a strong foundation

We are going to improve our workspaces and tools and invest in our culture.

Improving compliance

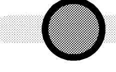
We are going to make sure travellers and traders can easily follow the regulations.

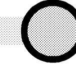
Automating and optimizing

We are going to speed up border crossings for low-risk travellers and goods.

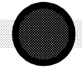
Harnessing the power of analytics

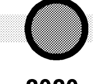
We are going to make sure our data is integrated, easy to use and high-quality to better assess the level of threat posed by travellers, traders and goods.


2017 Strategic Directions 2030


2017 Comprehensive Review


2018 McKinsey Report


2019 TB Sub


2020 Renewal Recalibration


2021-22 TB Sub



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CBSA Modernization – Who?

Transformation stewardship

- Chief Transformation Officer Branch established to drive and support Modernization
- Strategic advice to senior management

Employee engagement

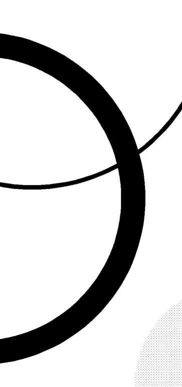
- Regular employee consultation

Program area engagement

- Existing frameworks:
  - Project management
  - Integrated business planning
- Governance bodies
- New working groups/committees
  - Modernization Network
  - Innovation Council
  - Culture Ambassador Network

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CBSA Modernization – Challenges / Lessons Learned

Keeping multiple initiatives on track is a monumental task, one that too few organizations around the world do well. Four of the important concepts to maintain transformations on target include being relentless, focusing resources, planning well, and adapting.

Best practices

- Transformation methodology
- One leading and enduring organizational body to lead business transformation
- Culture / change management
- Performance Measurement Framework
  - Key Performance Indicators
- Risks and issues

Challenges

- Risks and issues:
  - Capacity
  - Prioritization and sequencing
- Dependencies
- Engagement and collaboration
- Defining Modernization
  - Scope/inclusion
- Pandemic concept



CBSA Border of the Future Ecosystem View

This Border of the Future ecosystem view presents an integrated, coherent picture of our desired future state.

Capturing the context of our Modernization vision and our mandate.

ECOSYSTEM VIEW
BORDER OF THE FUTURE

PURPOSE
This ecosystem view brings together the key modernization components for the border of the future (5 to 7 years)

CBSA MODERNIZATION VISION
Be the best border agency in the world

BENEFITS: Strengthened economy · Improved service · Enhanced security · Increased efficiency

WHY WE NEED TO CHANGE

- Increasing volume of travellers and goods crossing the border and a static operating budget requires us to develop new and innovative solutions
- Threats are increasingly sophisticated
- Resultant rates on examinations have decreased
- Employees need to feel empowered and supported as part of the CBSA team
- Current information and technology are not sufficient to prioritize high-risk enforcement and examinations
- Clients expect to interact digitally with border services
- Due to the pandemic, we need a coordinated and sustained response to support our operations and economy

HOW WE WILL GET THERE

Improve compliance • Harness the power of analytics • Automate and optimize • Build a strong foundation

WHAT WE WILL ACHIEVE

- Increased capacity for intelligence-led operations
- Faster processing times
- Improved compliance
- Reliable and integrated systems and data
- Engaged and equipped workforce
- Increased revenue collection
- Improved risk identification

PUSHING THE BORDER OUT

- Receive more data from clients in all modes before border crossing
- Use advance data to better understand who and what are entering and exiting the country to automate risk assessment and enhance decision-making
- Identify threats earlier in the border continuum
- Improve client experience and engagement through integrated digital tools and channels

HARNESSING THE POWER OF DATA

- Build business applications on the Cloud with appropriate system and data integration
- Integrate intelligence and risk inputs more fully into enforcement and decision-making throughout the border continuum
- Reduce officer manual input through new integrated interfaces
- Have better integration with and access to partners' data and information

GENERATING REVENUE

- Assess duties and taxes for clients in advance of arrival or delivery of goods
- Improve the method for defining client fees and charges
- Enhance compliance with duty and tax requirements

MODERNIZING HOW PEOPLE AND GOODS CROSS THE BORDER

- Drive border processing with data analytics, biometrics, and artificial intelligence
- Reduce physical touch with increased use of digital tools and channels
- Work more closely with partners who own/operate facilities where CBSA is present to achieve common goals
- Update physical infrastructure to enable new operating models

INVESTING IN OUR PEOPLE

- Provide officers with new or upgraded devices, tools, and technology
- Prepare officers to focus attention on complex and high-risk issues
- Assign and task officers based on intelligence, risks, and volumes with automated tools
- Support our people through change and build a stronger, healthier culture

COLLABORATING AND INTEGRATING WITH PARTNERS AND STAKEHOLDERS

Industry • Law enforcement • Security and Intelligence • International • Other government departments • Provinces and territories • Indigenous Communities

Canada

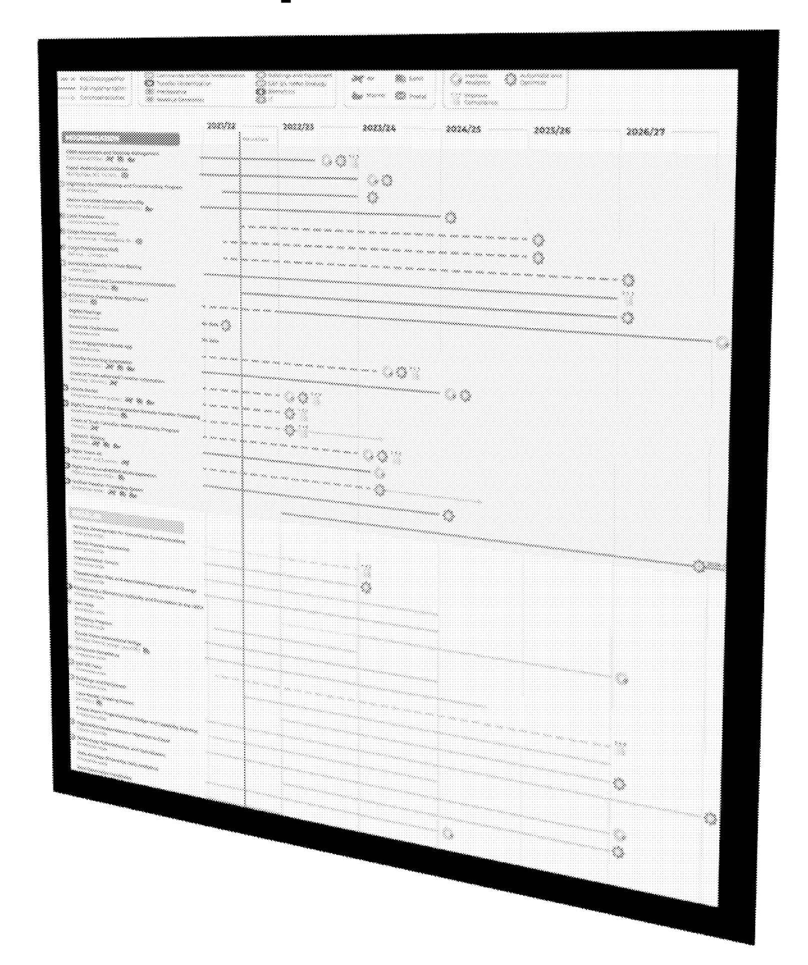
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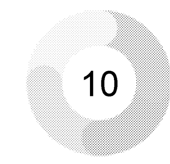


CBSA Modernization – Roadmap

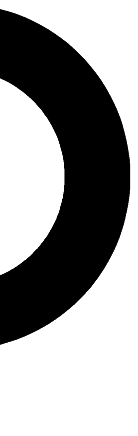
Roadmap enables visualization of:

- Sequencing
- Distribution across Modernization pillars
- Timing of change
- Project implementation vs experimentation
- Integrated view of all Modernization activities across the Agency





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Modernisation de l'Agence des services frontaliers du Canada (ASFC)



Décembre 2021





Canada Border Services Agency   Agence des services frontaliers du Canada

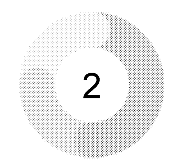
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Aperçu de la modernisation de l'ASFC

- Qu'est-ce que la modernisation de l'ASFC?
- Pourquoi est-ce nécessaire?
- Comment allons-nous y arriver?
- Qui participe à la modernisation?
- Leçons tirées
- Frontière de l'avenir - Coup d'œil sur l'écosystème
- Échéancier



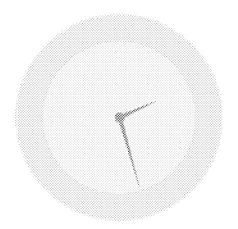
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Qu'est-ce que la modernisation de l'ASFC?

La modernisation est un plan de transformation qui comprend une série complète d'initiatives de modernisation qui viendront établir un nouveau modèle de conformité fondé sur les risques.



Réduire et/ou éliminer le temps de contact pour la majorité des transactions courantes et à faible risque



Améliorer la prise de décision en fournissant des analyses de données robustes pour chaque transaction à la frontière



Réorienter les ressources vers des transactions comportant des risques élevés ou complexes

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Qu'est-ce que la modernisation de l'ASFC?

- Les répercussions de la modification de notre modèle opérationnel touchent de nombreux éléments au sein de l'Agence :
  - Effectif et compétences
  - Culture
  - Intervenants et partenaires
  - Données
  - Systèmes
  - Capacités
  - Outils et équipement
- La Direction générale du dirigeant principal de la transformation (DGDPT) adapte constamment ses plans de modernisation afin de s'assurer que les éléments appropriés sont en place, tout en examinant les résultats prévus afin d'assurer que nous restions axés sur les bons objectifs à long terme.

Notre vision relative à la modernisation de l'ASFC comporte cinq principaux résultats :

- Un effectif mobilisé dont les outils, les compétences et les comportements sont modernes
- Amélioration des niveaux de conformité pour assurer la sûreté et la sécurité
- Des programmes de soutien opérationnel optimisés qui facilitent la surveillance, le contrôle et l'analyse de la frontière
- Des retombées économiques positives grâce à la facilitation des échanges commerciaux et des voyages
- Des relations entre les intervenants qui permettent une gestion des frontières transparente et collaborative

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Pourquoi moderniser l'ASFC?

Pourquoi apportons-nous des changements?

- Notre environnement opérationnel évolue rapidement et cela compromet l'efficacité du modèle opérationnel actuel de l'Agence.

Défis importants

- Augmentation rapide du nombre de voyageurs et des volumes commerciaux

Pourquoi avons-nous besoin de changer?

- Baisse des taux d'examens secondaires
- Baisse des résultats fructueux découlant d'examens secondaires
- Un contexte de menaces croissant
- Une culture organisationnelle malsaine

Le modèle actuel de gestion des frontières n'est pas viable

- L'Agence n'aura pas les ressources nécessaires pour continuer à protéger la frontière de la même manière à l'avenir, à moins que d'importantes modifications ne soient apportées.
- L'Agence doit se doter de nouvelles façons de traiter des transactions, fondées sur une approche de gestion de risques en matière de conformité et de détermination de l'admissibilité.
- Ces nouvelles approches permettront à l'ASFC de faire face à l'augmentation des volumes et des menaces en facilitant la conformité, l'analyse de données ainsi que l'optimisation et l'automatisation des processus.

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Comment allons-nous moderniser l'ASFC?



Bâtir de solides assises

Nous allons améliorer nos espaces de travail et nos outils et investir dans notre culture.

Améliorer la conformité

Nous allons faire en sorte que les voyageurs et les négociants puissent facilement respecter les règlements.

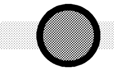
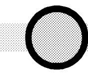
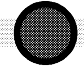
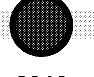
Les quatre piliers de la modernisation

Automatiser et optimiser

Nous allons accélérer le passage à la frontière des voyageurs et des marchandises à faible risque.

Mettre à profit la puissance de l'analytique

Nous allons nous assurer que nos données sont intégrées, faciles à utiliser et de haute qualité afin de mieux évaluer le niveau de menace que représentent les voyageurs, les commerçants et les marchandises.

- **2017** Orientations stratégiques 2030
- **2017** Examen complet
- **2018** Rapport McKinsey
- **2019** Présentation au CT
- **2020** Rajustement du Renouvellement
- **2021-2022** Présentation au CT



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Qui procèdera à la modernisation de l'ASFC?

Intendance de la transformation

- Création de la Direction générale du dirigeant principal de la transformation afin de diriger et de soutenir la modernisation
- Formuler des conseils stratégiques à l'intention de cadres supérieurs

Mobilisation des employés

- Consultation régulière des employés

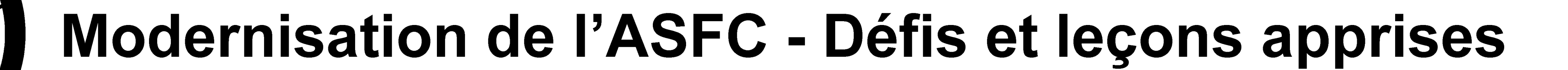
Mobilisation des secteurs de programme

- Cadres existants
  - Gestion de projet
  - Planification intégrée des activités
- Organismes de gouvernance
- Nouveaux groupes de travail et comités
  - Réseau de modernisation
  - Conseil de l'innovation
  - Réseau d'ambassadeurs de la culture

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Modernisation de l'ASFC - Défis et leçons apprises



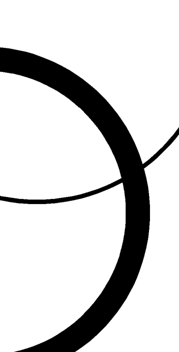
Pratiques exemplaires

- Méthodologie de transformation
- Direction de la transformation confiée à une seule entité organisationnelle bien établie
- Culture et gestion du changement
- Cadre de mesure du rendement
  - Indicateurs de rendement clés
- Risques et problèmes

Défis

- Risques et problèmes :
  - Capacité
  - Établir un ordre de priorité
- Dépendance
- Mobilisation et collaboration
- Définir la modernisation
  - Inclusion et portée
- Concept lié à la pandémie

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Aperçu de l'écosystème de la Frontière de l'avenir de l'ASFC

Cette vision de l'écosystème de la Frontière de l'avenir présente une image intégrée et cohérente de notre état futur souhaité.

Saisir le contexte de notre vision de la modernisation et de notre mandat.

ECOSYSTEM VIEW
BORDER OF THE FUTURE

PURPOSE
This ecosystem view brings together the key modernization components for the border of the future (5 to 7 years)

CBSA MODERNIZATION VISION
Be the best border agency in the world

BENEFITS ● Strengthened economy ▲ Improved service ◆ Enhanced security ■ Increased efficiency

WHY WE NEED TO CHANGE

- Increasing volume of travellers and goods crossing the border and a static operating budget requires us to develop new and innovative solutions
- Threats are increasingly sophisticated
- Resultant rates on examinations have decreased
- Employees need to feel empowered and supported as part of the CBSA team
- Current information and technology are not sufficient to prioritize high-risk enforcement and examinations
- Clients expect to interact digitally with border services
- Due to the pandemic, we need a coordinated and sustained response to support our operations and economy

HOW WE WILL GET THERE

Improve compliance • Harness the power of analytics • Automate and optimize • Build a strong foundation

WHAT WE WILL ACHIEVE

- Increased capacity for intelligence-led operations ● ▲ ◆ ■
- Faster processing times ● ▲ ■
- Improved compliance ▲ ◆ ■
- Reliable and integrated systems and data ▲ ◆ ■ ●
- Engaged and equipped workforce ▲ ◆ ■
- Increased revenue collection ● ■
- Improved risk identification ◆ ■

PUSHING THE BORDER OUT

- Receive more data from clients in all modes before border crossing
- Use advance data to better understand who and what are entering and exiting the country to automate risk assessment and enhance decision-making
- Identify threats earlier in the border continuum
- Improve client experience and engagement through integrated digital tools and channels

HARNESSING THE POWER OF DATA

- Build business applications on the Cloud with appropriate system and data integration
- Integrate intelligence and risk inputs more fully into enforcement and decision-making throughout the border continuum
- Reduce officer manual input through new integrated interfaces
- Have better integration with and access to partners' data and information

GENERATING REVENUE

- Assess duties and taxes for clients in advance of arrival or delivery of goods
- Improve the method for defining client fees and charges
- Enhance compliance with duty and tax requirements

MODERNIZING HOW PEOPLE AND GOODS CROSS THE BORDER

- Drive border processing with data analytics, biometrics, and artificial intelligence
- Reduce physical touch with increased use of digital tools and channels
- Work more closely with partners who own/operate facilities where CBSA is present to achieve common goals
- Update physical infrastructure to enable new operating models

INVESTING IN OUR PEOPLE

- Provide officers with new or upgraded devices, tools, and technology
- Prepare officers to focus attention on complex and high-risk issues
- Assign and task officers based on intelligence, risks, and volumes with automated tools
- Support our people through change and build a stronger, healthier culture

COLLABORATING AND INTEGRATING WITH PARTNERS AND STAKEHOLDERS

Industry • Law enforcement • Security and Intelligence • International • Other government departments • Provinces and territories • Indigenous Communities

Canada

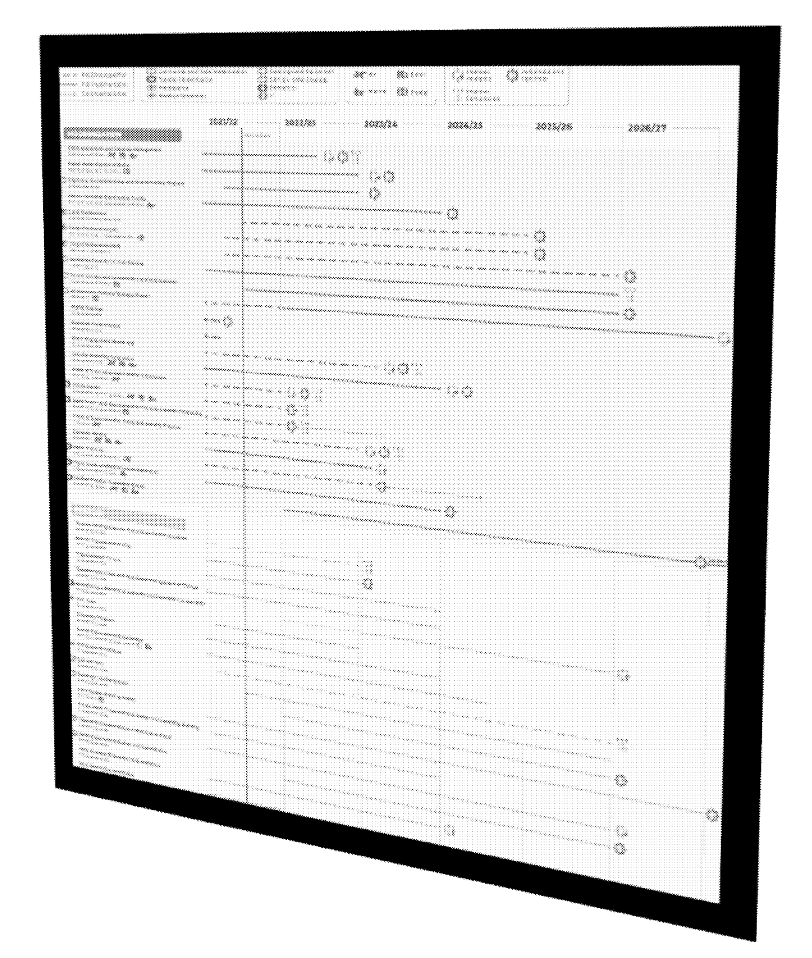
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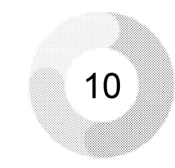


Feuille de route de la modernisation de l'ASFC

La feuille de route permet de visualiser :

- Le déroulement
- La répartition entre les piliers de la modernisation
- L'échéancier des changements
- La mise en œuvre du projet par rapport à la mise à l'essai
- D'avoir une vue intégrée de toutes les activités de modernisation à l'échelle de l'Agence



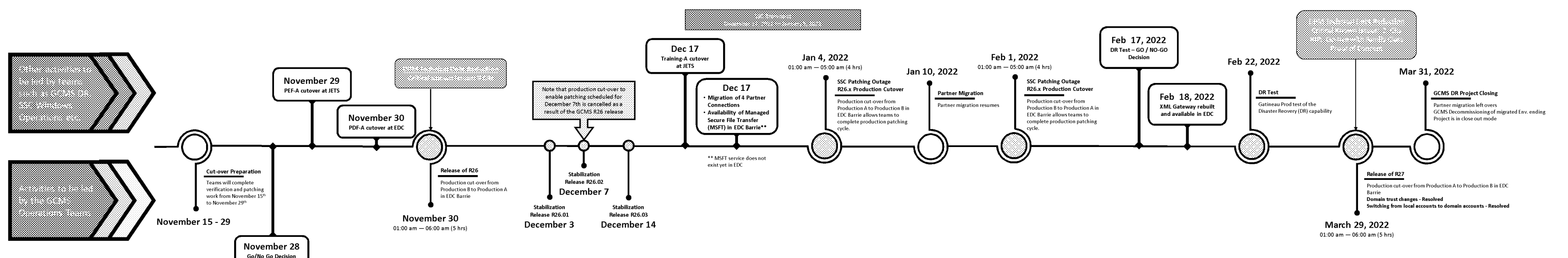


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Verbal Update

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Roadmap for Managing GCMS Releases and New Disaster Recovery Capability at EDC Barrie



YELLOW circles indicate GCMS production downtime

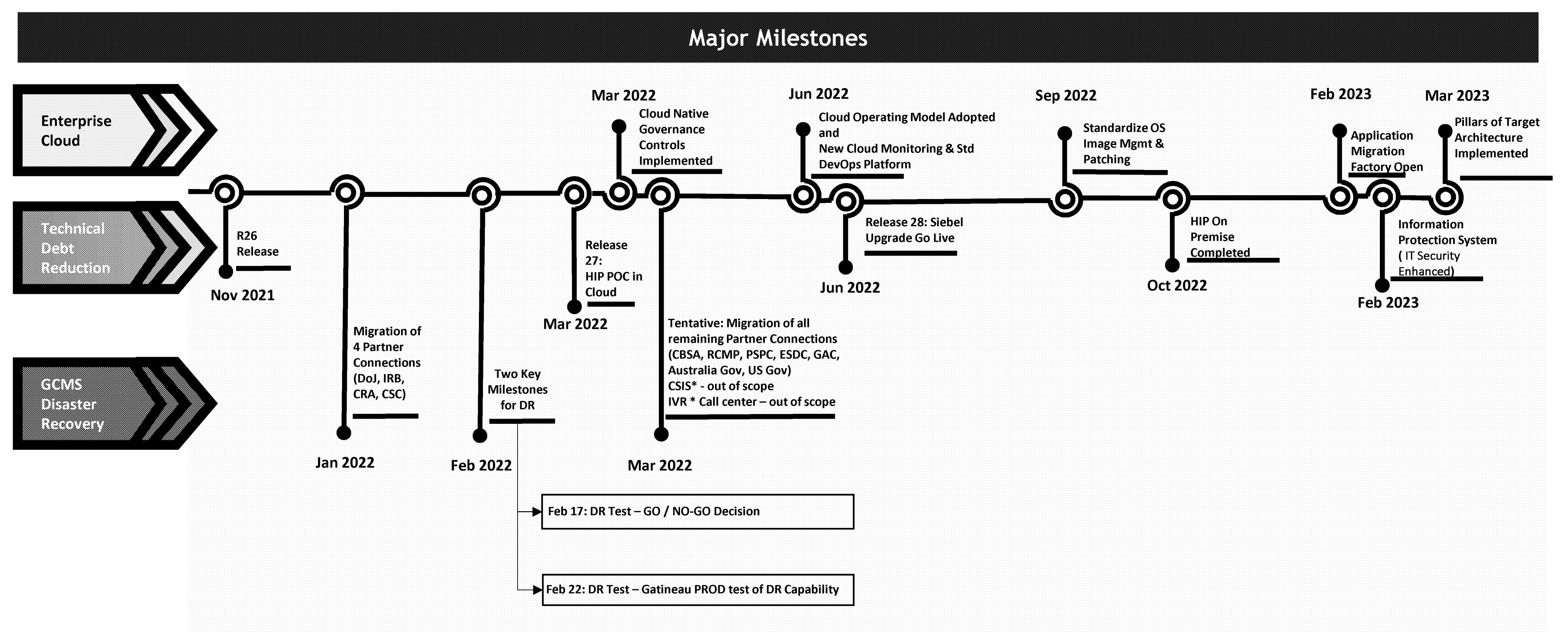
GREEN circles indicates possible GCMS production downtime

Note that dates and times in red are tentative

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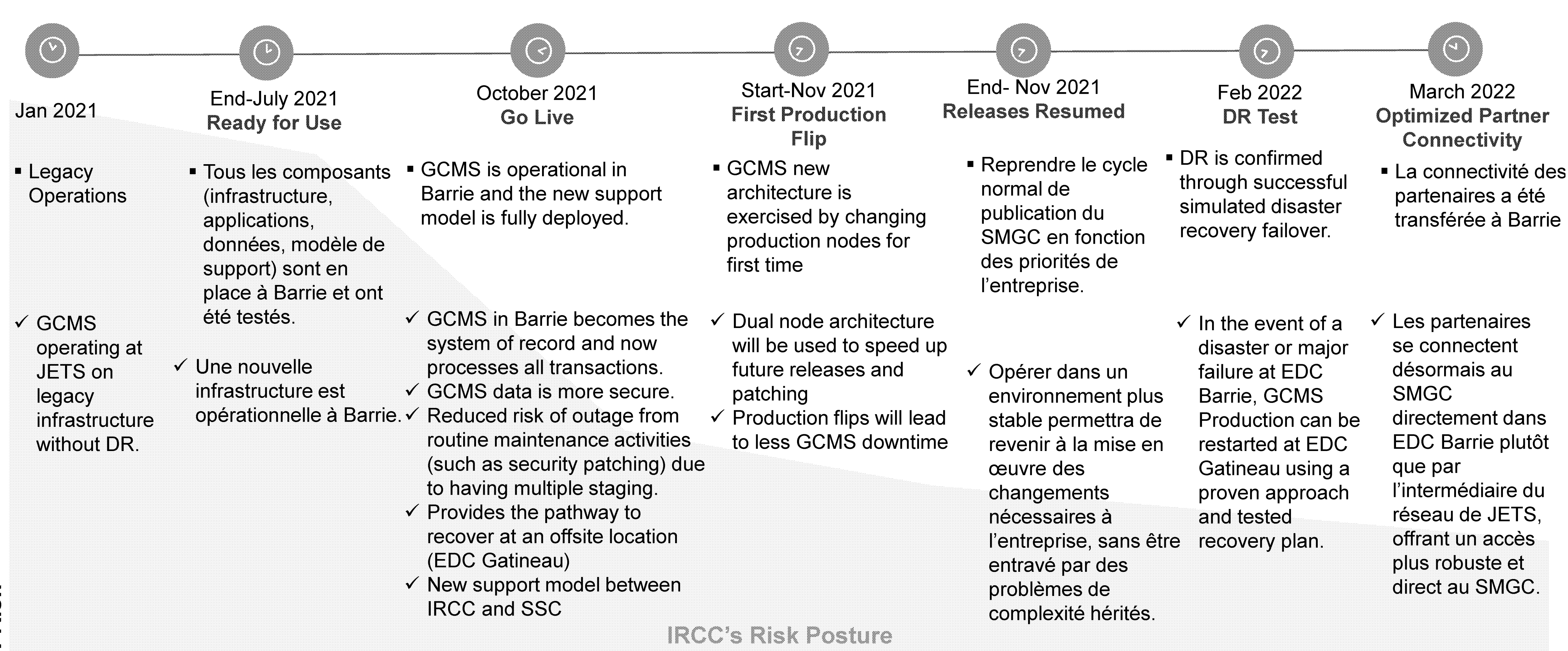
DPM Phase 2 & GCMS Disaster Recovery Upcoming Milestones

Note DPM dates are tentative



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The GCMS DR project will improve IRCC's risk posture through key milestones



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Digital Platform Modernization Phase 3

RFI Overview

Digital Transformation Interdepartmental Advisory Committee

December 15, 2021



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Immigration, Réfugiés et Citoyenneté Canada



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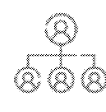
But

- Fournir une mise à jour sur les activités de prédéfinition, y compris les prochaines étapes du processus d'approvisionnement collaboratif.

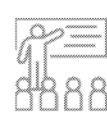
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Progress on Pre-Definition Work

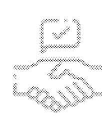
Since we last presented to this committee, IRCC has undertaken several activities that will set us up for success as we launch into the Definition stage of DPM Phase 3



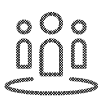
Develop **governance, assurance and oversight structure** to enable programme delivery ✓



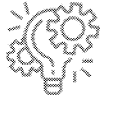
Confirm **procurement approach** and prepare for Request For Information (RFI) and **Industry Day** – *more details on slides 4-5.* ✓



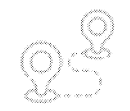
In support of early change management, continue **engagement with internal and external stakeholders** ✓



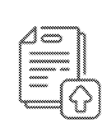
Establish the **Modernization Sector** and staffing of critical positions – *Ongoing* ✓



Develop a **business vision and logic model** – *November* ✓



Identifying resources against the integrated **work plan** for the Definition Phase – *Ongoing*



Finalize **TB Submission to secure programme and spending authorities** – *presentation date aligned to Supps "C"*

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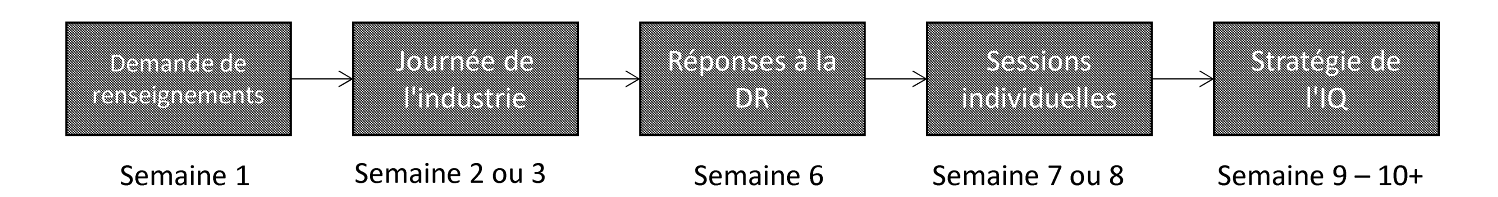
Aperçu de l'engagement avec l'industrie

L'intention est d'utiliser un processus d'approvisionnement agile et collaboratif, en commençant par une demande d'information pour obtenir l'apport et l'aide d'organisations qui ont l'expérience, les compétences et l'envergure nécessaires pour diriger la conception, le développement et la mise en œuvre de notre transformation.

Objectifs de la demande d'information:

- Fournir à l'industrie une **vue d'ensemble** du programme de la MPN et du processus d'approvisionnement à venir.
- Démontrer à l'industrie qu'il s'agit d'une opportunité financée et approuvée qui leur est offerte afin de **susciter l'intérêt d'investir** dans le processus d'approvisionnement.
- Donner à l'industrie la possibilité de **commenter et d'influencer** la stratégie d'approvisionnement, la portée et le processus d'approvisionnement.
- **Recueillir les commentaires** de l'industrie sur l'approche du programme, les exigences et l'approche d'évaluation à utiliser dans la phase d'invitation à se qualifier (IQ).

Activités clés / Prochaines étapes :



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What Advice Is IRCC Seeking from Industry?

- Sourcing Models that should be considered (implementation and support services)
- Solution approaches that should be considered (e.g. software; infrastructure; use of cloud), ensuring we:
  - can avoid vendor lock-in
  - have an agile solution that can be quickly and cost effectively adapted to meet our changing needs
- Strategies for programme implementation and solution deployment; and how we can deliver early wins
- Insights into how to promote social benefits in the procurement process (e.g. indigenous business participation; diversity and inclusion, etc.)
- Peer group best practices and lessons learned

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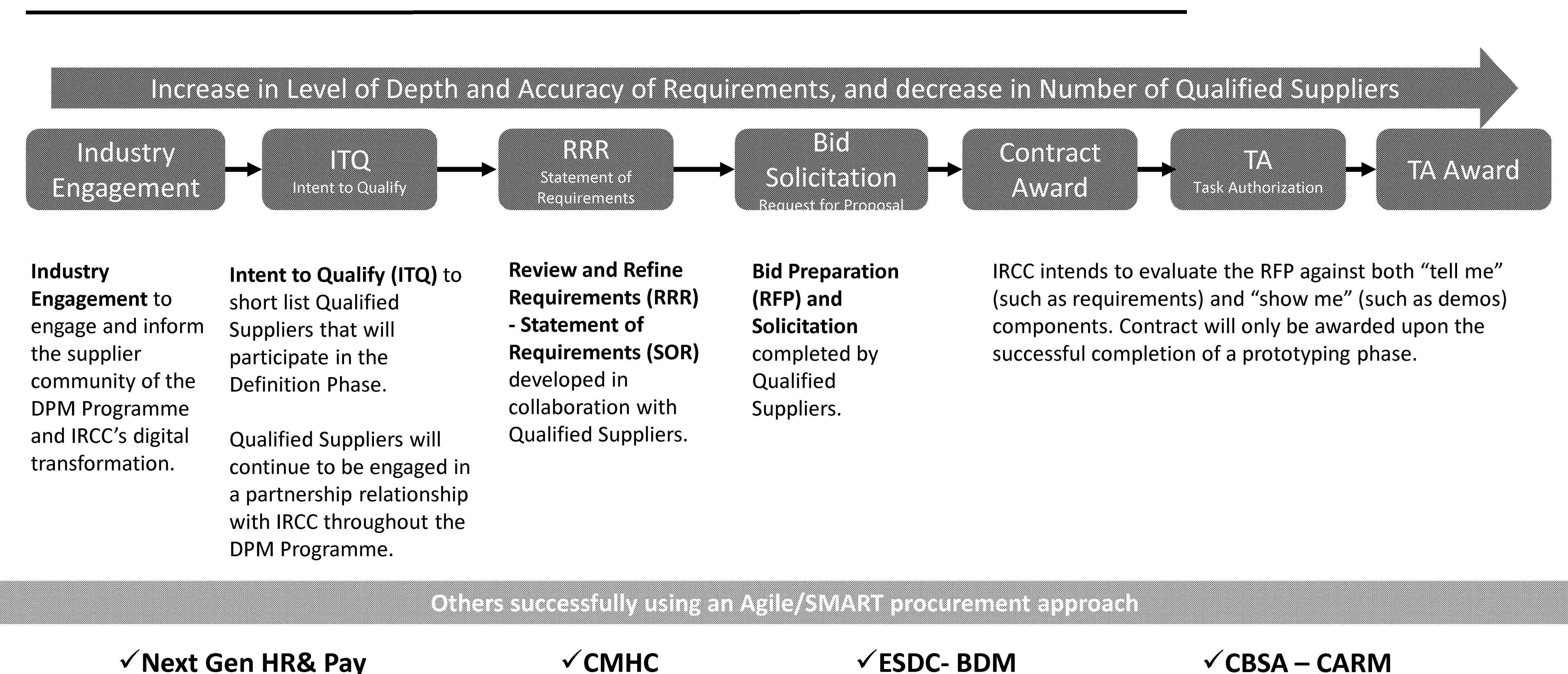
Next Steps

- Continue to implement pre-definition work including securing programme authorities and spending authorities to begin Definition Phase.
- Release the RFI and begin industry engagement (including Industry Day, One-on-One meetings etc).
- Continue to engage internally and externally with stakeholders and finalize and implement the DPM Phase 3 communications plan.

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Annex: DPM Phase 3 Procurement Approach



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Annex: RFI Inputs we are seeking from Industry

Area	What do we want to understand?	# of Questions
Sourcing Strategy (Implementation and On-Going Support)	• What are Industry's perspectives on sourcing options for DPM P3? • How should the contract(s) be structured (term; payment model; etc.)? • How should we plan for service transition at the end of the contract? • What have peer groups done (successes, lessons learned, risks)?	17
Infrastructure Model	• How can/should we leverage a Cloud model? • What are the related cost drivers, risks and opportunities? • What have peer groups done?	5
Transformation and Implementation Strategy	• What type of solution should Canada be considering? • What best practices should IRCC consider to enable architectural flexibility (and to reduce vendor lock-in) for system design and future evolution? • How should we approach solution deployment (tranches; timing)? • How should we approach client service transition and legacy system decommissioning? • What have peer groups done? • What strategies should we consider for data preparation and data migration?	10
Requirements and Innovation	• What are the delivery risks and cost drivers of our key requirements? • To what level of detail should the Statement of Work (SOW) be documented? • How can we ensure the system will be agile and cost effective to meet new requirements? • How can we leverage technology innovations in the future?	6
Limitation of Liability (LOL)	• What will be mutually agreeable LOL terms in the resulting contract(s)?	3
Security	• Are there concerns with the high-level Security requirements and related processes?	3
Social Procurement, Accessibility and Indigenous Business Participation	• What is industry input on procurements that create social-economic benefits to Canada, and promote diversity and inclusion? Promote indigenous business participation? • How can Canada ensure the solution is accessible to all potential users?	27
ITQ Qualification	• What approaches should Canada consider to qualify suppliers in the ITQ phase?	3
Open-Ended Questions	• What other information can industry provide that will be of value to Canada (case studies; etc.) • What are other comments that industry has on this initiative?	6